

## **Background**

In July 2006, the Sierra Nevada Conservancy (SNC) Board approved a Strategic Plan (Plan) for the organization, outlining guiding principles and key actions to be undertaken by the SNC. The process included substantial public interaction and input, resulting in significant changes to the original draft.

At its October 2008 meeting, the Board directed staff to provide a draft revised plan to the Board for review at the December meeting. In addition, the Board discussed some of the strategic issues facing the organization. The results of that discussion are reflected in the draft revised Strategic Plan (Attachment A).

## **Overview of Proposed Revisions**

The draft revised plan does not propose any major revisions to the Plan adopted by the Board in 2006. Overall, the Plan continues to provide relevant strategic direction to the organization consistent with the SNC's enabling legislation and ongoing input received from the Board, partners and other stakeholders. However, a significant number of minor changes are proposed in the draft revised Plan; these generally address one of the following:

- **Bringing the content up-to-date.** At the time the Plan was initially written, the SNC had few staff, no offices, no Proposition 84 funds for grants, etc. The proposed revisions would make the content more current, reflecting the progress and changes that have occurred during the SNC's first years of operation. As discussed at the October Board meeting, this also includes updating information in the Plan regarding the issue of climate change.
- **Moving actions that have already been completed or are included in the 2008-09 Action Plan to an appendix.** A number of the actions identified in the original Plan were included in the 2006-07 or 2007-08 Action Plans and have been completed as reported to the Board at prior Board meetings. Remaining actions have been or will be included in the 2008-09 Action Plan. Progress on completing items in this current Plan will be reported to the Board at upcoming meetings.
- **Making a distinction between specific actions and more general strategies.** The original Plan identified some actions that were specific and some actions that set forth more general strategies for how to move forward in meeting our goals. As described in the second bullet, the specific actions have been completed or incorporated into the current year Action Plan and have been moved to an appendix in the draft revised Strategic Plan. The general strategies remain in the main body of the Plan and will continue to provide valuable direction to the SNC as it determines the specific actions it should undertake each year.

- **Using the Annual Report to report progress.** In addition to updating the Board on the Strategic Plan and annual Action Plans, the draft revised Plan proposes including information in the SNC's Annual Report regarding the actions we are taking to meet our Strategic Plan goals.
- **No longer identifying some of the initial project ideas in the Plan.** The SNC received numerous project ideas during the extensive public input process used to develop the original Plan. A sampling of these ideas was included in a separate section of the original Plan with all of the ideas included in Appendix C. The revised draft Plan proposes elimination of the separate section but maintains Appendix C.

### **Next Steps**

Following Board review and input, the SNC will solicit public input on the draft Plan through an online process and discussions with key stakeholders. A final draft, along with a summary of public comments received, will be brought to the Board for approval in March.

### **Recommendation**

**It is recommended that the Board direct staff to make changes to the draft Plan based on Board input and then solicit public comment on the Plan before providing a final draft Revised Strategic Plan to the Board for review and approval at the March 2009 meeting.**

# SIERRA NEVADA CONSERVANCY



## Sierra Nevada Conservancy Strategic Plan

**Revised December 4, 2008**

***Draft***

*“Planning without action is futile;  
action without planning is fatal.”*

*Unknown*

**STATE OF CALIFORNIA  
RESOURCES AGENCY  
SIERRA NEVADA CONSERVANCY**

Arnold Schwarzenegger, Governor  
Mike Chrisman, Secretary for Resources and Chairman of the Board

Jim Branham, Executive Officer

11521 Blocker Drive, Suite 205

Auburn, CA 95631

(530) 823-4670

Toll Free (877) 257-1212

[www.sierranevada.ca.gov](http://www.sierranevada.ca.gov)

## EXECUTIVE SUMMARY

The Sierra Nevada Conservancy (SNC or Conservancy) is a State agency within the Resources Agency created by bi-partisan legislation, co-authored by Assembly members John Laird and Tim Leslie, and signed into law by Governor Arnold Schwarzenegger in September 2004. It was created with the understanding that the environmental, economic and social well-being of the Sierra Nevada and its communities are closely linked and that the region would benefit from an organization providing a direction. The SNC is charged with a broad mission to be accomplished through a variety of activities in collaboration and cooperation with various partners.

The 2006 SNC Strategic Plan will guide operations through 2010. The plan describes the vision, mission and guiding principles of the Sierra Nevada Conservancy and provides a foundation for program development and activities to achieve the Conservancy's vision and mission. The plan meets the requirements of the statute creating the SNC (Public Resources Code Section 33345).

This Strategic Plan contains important information that defines the SNC and how it operates. Key information includes:

- An agency **Vision** describing the hopes and dreams of the SNC for its jurisdictional area;
- A **Mission Statement** that reflects the charge given to the SNC by the State Legislature and the Governor;
- A set of guiding **Principles** that guide the operations and interactions of the organization;
- An **assessment of the External and Internal conditions** under which the SNC will carry out its programs;
- A series of **Organizational Strategies and Goals** that describe the steps necessary to create a successful organization;
- A set of **Programmatic Goals and Actions** that create a sound foundation for the implementation of various programs the SNC is empowered to carry out; and
- A **Glossary** that defines key terms used by the SNC in this document.

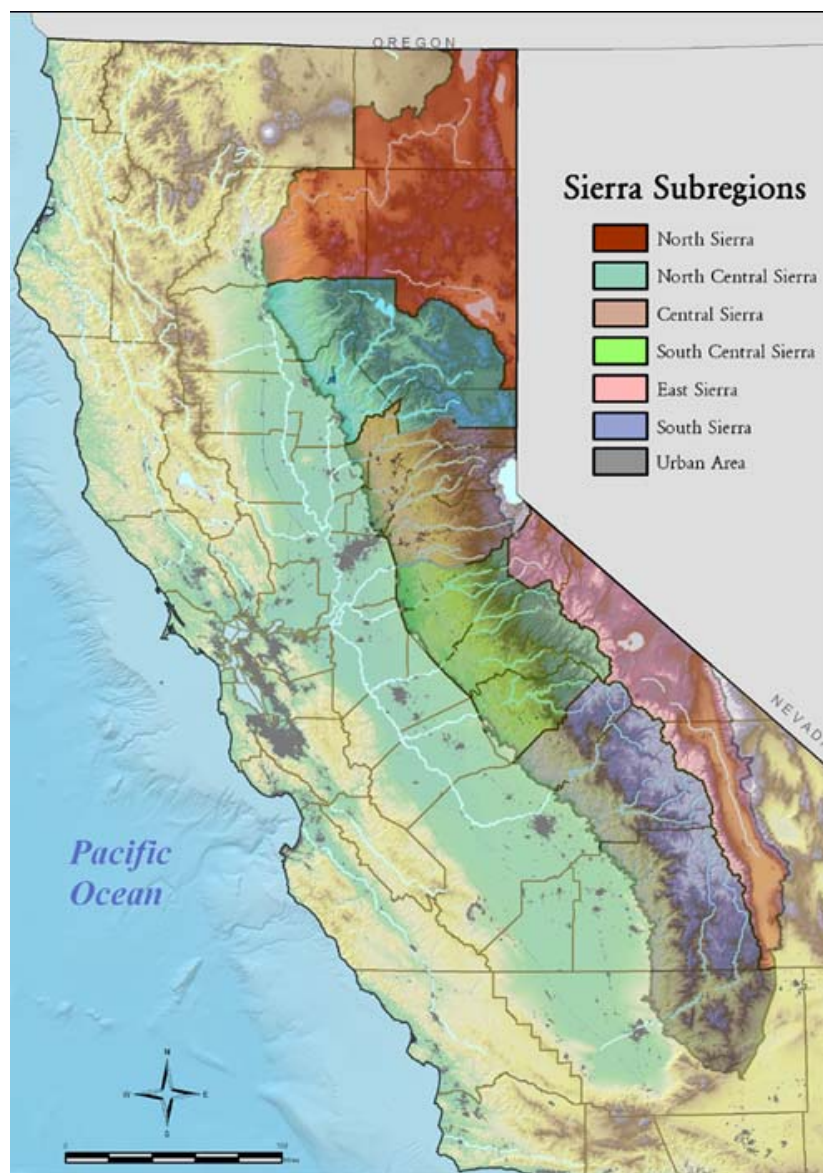
This is part one of a two-phase plan. Specific timeframes for program goals, performance measures and actions and project concepts will be developed in the next phase of planning. The program areas are defined by law, as are specific duties and limitations.

This plan was created through an open and transparent process that included six public workshops (one in each Subregion). Following the workshops, the Board reviewed the plan at its June 1, 2006, meeting. Following that meeting the plan was revised and public comment was once again solicited. A final plan was approved at the July 20, 2006, board meeting. (Appendix C provides a full list of activities meeting attendees

suggested could be considered for the SNC's projects and Appendix D includes a summary of the public meetings)

The SNC will modify the plan as needed to adapt to new information, changed circumstances and unanticipated events. Any plan modifications will continue to be made through an open, public process. The plan will be reviewed annually to determine progress, with a comprehensive review occurring at least every five years.

A copy of this plan and other information about the strategic planning process and the Sierra Nevada Conservancy may be found at [www.sierranevada.ca.gov](http://www.sierranevada.ca.gov). You can also request a copy on CD or hard copy by contacting the SNC at (530) 823-4670, [max@sierranevada.ca.gov](mailto:max@sierranevada.ca.gov) or pick one up in our offices located at: 11521 Blocker Drive, Suite 205 Auburn, CA 95603.



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## ABOUT THE SIERRA NEVADA CONSERVANCY

### Thoughts about the Conservancy

*The 25 million acres of the conservancy reach from Kern County to the Oregon border.*

*The Conservancy will not only support environmental preservation but assist the regional economy, preserve working landscapes and provide increased opportunities for tourism. It will serve as an example of economy and environment in harmony.*

*The 25 million acres within the new conservancy are a gift to the people of California, a gift that we have now guaranteed will keep on giving. Our children and grandchildren, visitors from far and wide, will see and enjoy the same Sierra Nevada that we value so much today.*

*Governor  
Arnold  
Schwarzenegger  
September 27, 2004*

### Vision

*The Sierra Nevada Conservancy's vision for the future is:*

**The magnificent Sierra Nevada Region enjoys outstanding environmental, economic and social health with vibrant communities and landscapes sustained for future generations.**

Features:

- Rich and diverse natural, physical and living resources are protected and conserved.
- Healthy, diverse and economically sustainable local communities thrive, prepared for and protected from natural disasters.
- Californians value and invest in healthy watersheds that provide high quality water, spectacular scenery and important wildlife habitat.
- Sustainable working landscapes provide environmental, economic and social benefits to the region.
- The region's cultural, archeological and historical resources are preserved, visited and treasured.
- Healthy and sustainable tourism, recreation and commercial activities are valued and encouraged.



### Mission Statement

**The Sierra Nevada Conservancy initiates, encourages, and supports efforts that improve the environmental, economic and social well-being of the Sierra Nevada Region, its communities and the citizens of California.**



## Description

The SNC is a State agency within the Resources Agency. The Conservancy's service area covers approximately 25 million acres, nearly 25% of California's land area, making it the largest conservancy in the state. The SNC jurisdiction includes the mountains and foothills of the Sierra Nevada range, and certain neighboring areas including the Mono Basin, Owens Valley, the Modoc Plateau and a part of the southern Cascade region including the Pit River watershed.

For purposes of this plan, the terms "Sierra Nevada Region" and "region" includes all of these areas.

The service area covers all or portions of 22 counties, from Modoc County in the north to Kern County in the south. It is one of the most significant natural and biologically diverse regions (with related socio-economic benefits) in the world.

## Governance

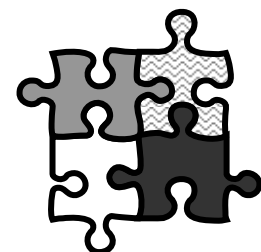
The Conservancy is governed by a 16-member board, including 13 voting members and 3 nonvoting liaison advisers, appointed under Public Resources Code section 33321. Members include:

- State Secretary for Resources (or his/her designee)
- State Director of Finance (or his/her designee)
- Three members of the public appointed by the Governor
- Two members of the public, one each appointed by the Speaker of the Assembly and the Senate Rules Committee
- Six county supervisors whose districts are within the region, each representing one of the six Sierra Nevada Subregions
- Three non-voting Federal liaison advisers, one each from the National Park Service, the U.S. Forest Service, and the U.S. Bureau of Land Management

### Things the Sierra Nevada Conservancy Can Do:

- Award grants and loans;
- Develop projects and programs designed to further its purpose;
- Facilitate collaborative planning efforts;
- Enter into agreements and contracts with willing participants;
- Encourage and initiate coordination, collaboration and cooperation among interested parties; and
- Provide technical information, expertise, program and project development and other non-financial assistance.

*(For more detail on Conservancy authority see Appendix B)*



## Program Description

The law creating the SNC outlines its mission. All the SNC activities are based on the principles of balance, cooperation and equity. The SNC will:

- Support efforts that advance environmental preservation, and the economic and social well-being of Sierra residents in a complementary manner;
- Work in collaboration and cooperation with local governments and interested parties in carrying out the SNC's mission;
- Make every effort to ensure that, over time, Conservancy funding and other efforts are spread equitably across each of the various Subregions and among the program areas, with adequate allowance for the variability of costs associated with individual regions and types of projects; and
- Inform and educate all Californians as to the substantial benefits they enjoy from the Region and the importance of the environmental and economic well-being of the Region.

## **Program Areas**

The statute creating the SNC provides for seven specific program objectives (using the precise language from the statute and not in priority order):

- Provide increased opportunities for tourism and recreation;
- Protect, conserve, and restore the region's physical, cultural, archaeological, historical, and living resources;
- Aid in the preservation of working landscapes;
- Reduce the risk of natural disasters, such as wildfires;
- Protect and improve water and air quality;
- Assist the regional economy through the operation of the Conservancy's program;
- Undertake efforts to enhance public use and enjoyment of lands owned by the public.

This Strategic Plan guides programs, activities and projects necessary to achieve these goals.

## **Decision-Making and Monitoring**

The Conservancy will use the best available information and science in decision making and will frequently assess the effectiveness of its programs. The SNC will build upon existing information and identify where key gaps or weaknesses may exist. Information useful in decision making will be collected and made available for use by others.

The SNC will provide for research and monitoring activities in support of its mission. Monitoring will allow the Conservancy to refine or modify programs and promote adaptive management based on the results.

## **Agency Funding Sources**

The SNC's base budget<sup>1</sup> currently consists of funding from the California Environmental License Plate Fund. Additional funding for the implementation of the Conservancy's programs comes from Proposition 84 bonds. Proposition 84 allocated \$54 million in bond funds to the SNC, of which \$51 million will be used to fund local assistance grants, with the remainder used to pay administrative costs. The SNC may also receive funds and interests in real or personal property by gifts, bequests or grants.

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<sup>1</sup> The state authorized budget for basic operational needs.

## AGENCY GUIDING PRINCIPLES

The SNC has a number of principles that serve to guide the organization's operation into the future:

### How We Operate

- The SNC conducts operations openly. Decision making will be transparent, and we always strive to improve communications throughout the region.
- The SNC strives to maintain neutrality so all interested parties are provided an equal opportunity to participate in and benefit from the SNC's activities.

### Our Key Objectives

- The SNC seeks to "add value" and build upon existing community and regional efforts.
- The SNC brings a regional focus to the issues of the Sierra Nevada, collecting and sharing information across the region and communicating the benefits and contributions of the region.
- The SNC encourages community-based solutions and will assist communities with technical expertise, information and resources necessary to achieve local solutions.
- The SNC uses the best available information and science in making decisions, identifying opportunities to fill information and technical gaps and building on and expanding community information.
- The SNC informs and educates the public throughout the Region and the State about the important contributions the Sierra Nevada provides to all Californians, including providing clean water for many uses outside the Sierra, access to world-class recreation and tourism and the production of a variety of important commodities.
- The SNC strives to identify and implement activities that result in integrated environmental, economic and social benefits rather than "either or" outcomes.

### Implementing Our Programs

- The SNC develops program priorities considering the input received through community outreach efforts and seeks to meet community needs, recognizing local and regional differences, through

program and organizational flexibility.

- The SNC gives priority to multi-benefit projects and integrated activities (those that address more than one of the SNC's program objectives).
- The SNC encourages projects and activities that leverage other organizations' (government, private and non-profit) competencies and funding.
- The SNC evaluates projects considering what is occurring on surrounding lands, cognizant of potential impacts to those landscapes.
- The SNC purchases and/or creates incentives for the purchase, where practical, of resources for goods and services within the Sierra Nevada Region. We diligently seek opportunities to improve the economic well-being of communities in the region.

### **Working with Others**

- The SNC emphasizes cooperation with local governments and other governmental, tribal and non-governmental partners in providing information, technical assistance and financial support to assist in meeting mutual goals.
- The SNC coordinates and collaborates with all partners to achieve research, project funding and program goals.
- The SNC convenes and facilitates interested parties to seek solutions for difficult problems to achieve environmental, economic and social benefits.
- The SNC respects the mission, responsibilities and obligations of other agencies and organizations.

## AGENCY ASSESSMENT

As a new organization, the SNC needs to create strategies and actions that recognize the many factors supporting or creating barriers to effectiveness. The assessment below, based on a review of existing information from numerous sources and public input, summarizes key factors.

### ***External Assessment***

One of the most significant natural and biologically diverse regions in the world, the Sierra Nevada Region constitutes about 25% of California's land area. It serves as home to over 600,000 Californians, and provides recreational opportunities for millions (nearly 4 million Californians live within 30 minutes of the Region). The region also:

1. Provides more than 60% of California's most valuable commodity - water, the vast majority of which is used for residential, agricultural and environmental uses outside of the region;
2. Supports 212 communities dependent upon natural resources for jobs, recreation, and community character;
3. Sustains a growing tourism industry involving more than 50 million recreation visit days a year;
4. Supports half of all plant species found in California;
5. Provides habitats for 66% of the bird and mammal species and about 50% of the reptile and amphibian species in California;
6. Is home to more than 400 species of terrestrial vertebrates and in excess of 320 species of aquatic invertebrates (the region contains more endemic aquatic invertebrates than any other ecological region in the world);
7. Produces from 33% to 50% of the State's annual timber supply;
8. Provides solace and vacation opportunities for all.

### **Key Sierra Nevada Facts**

- The Sierra Nevada is the third fastest growing region in California. Some estimates predict the population will triple by 2040. The area is experiencing rapid retiree and commuter resident growth, and large intermittent recreational populations that increase resource pressures.
- For some time, the Sierra Nevada's economy has been diversifying from primarily a resource-based economy to one increasingly dependent on tourism and related services specialized goods and services tied to the state economy, and health, financial, and other services needed by the growing population.
- Many parts of the region face significant threats from natural disaster, in particular the risk of catastrophic fire.
- There is increasing conflict over various land use decisions in certain portions of the region and over regional resource conservation strategies.
- In some Sierra communities there is a lack of affordable housing, declining personal income, low literacy rates, and outdated communications infrastructure.
- In some subregions there are a growing number of children living in poverty.

## Environmental, Economic, and Social Challenges

In recent years, a great deal of attention has been focused on the significant environmental, economic and social challenges facing the region. In fact, the creation of the SNC was largely a product of this recognition.

The scale, scope and complexity of resources, funding and institutional needs exceed the current capacity of the existing public programs and private nonprofit sector. The current situation presents many challenges to Sierra communities in addressing natural resource and community needs and has resulted, or could result, in the following:

Institutional Challenges	Resource Challenges
<ol style="list-style-type: none"> <li>1. Relative lack of public funding committed to the Sierra Nevada Region; the area received only about 1% of all State bond funds designated for conservation purposes from 1996-2001(excluding Lake Tahoe);</li> <li>2. Lack of institutional and funding capacity to deal with the region's issues. Many local and State agencies have difficulty meeting basic needs because of budgetary shortfalls. Many local governments and organizations in the region need technical assistance and funding to develop and implement projects;</li> <li>3. Lack of cohesive and comprehensive State policy on investment objectives for acquisition, restoration, economic development, recreation and tourism, and resource management activities within the region; and</li> <li>4. Lack of knowledge about the importance of the Sierra Nevada Region by a majority of Californians living outside the area.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rapid population growth in some areas breaks up the ecosystem and working landscapes and increases the risk of wildfire along the wildland-urban interface;</li> <li>2. Job losses in industries such as timber, agricultural and ranching, along with the reduction in mining activity, place additional economic burdens on many communities that are distant from the metropolitan economies on either side of the region;</li> <li>3. Impaired water quality in many of the Sierra Nevada's rivers;</li> <li>4. Adverse effects on land and water species and their habitat, many of which already face declining health and numbers;</li> <li>5. Approximately 70% of the forest and rangelands and 75% of the homes in the Region are at significant risk of fire (FRAP Assessment for Sierra and Modoc bioregions).</li> <li>6. Lack of affordable housing in many communities, particularly workforce housing;</li> <li>7. Reduced access to quality health care;</li> <li>8. Loss of historical and cultural character of communities; and</li> <li>9. Lack of needed community infrastructure and public services such as roads, quality health care transportation systems, wastewater treatment, and storm water management.</li> </ol>

	10. Adverse impacts of climate change on natural resources, watersheds and local economies in the Sierra.
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## Positive Signs

Even with these significant challenges, progress is being made within the region. The past decade has seen a substantial increase in collaborative planning efforts by government agencies and the non- governmental community. There are a substantial number of public and private groups, (representing business, the environment, tourism, healthcare, cultural efforts such as music, arts and crafts, ranching, and agriculture), governments, and other sectors, working collaboratively to come up with sustainable solutions. There are a number of local government efforts taking this approach to address complex resource and infrastructure issues.

Many groups have focused on watershed management, community planning, reducing the risk of catastrophic fire, preserving working landscapes and protection of critical habitat. In addition, many traditional land management practices have been modified to reduce the impact on the environment.

A 2002 survey recorded the following groups within the Sierra Nevada Region:

- **More than 22 operating land trusts and support organizations**
- **More than 20 Coordinated Resource Management Planning groups**
- **18 active resource conservation districts**
- **Approximately 75 community Fire Safe Councils**

These efforts provide the SNC opportunities to partner, facilitate and collaborate, as well as leverage funds and resources to achieve common goals.



## **Internal Assessment**

The SNC serves a broad range of purposes. In order to develop effective programs and set priorities, it must continue to actively engage the public, government agencies, non-governmental partners and other interested parties with a particular focus on Subregional outreach. This approach allows input on the strategic program planning, program guidelines and development, and provides important information as to changes occurring in the region.

In order to be successful, the SNC must constantly determine where it can add value, building upon and enhancing community efforts while respecting the responsibilities of other government agencies.

### **Large Area**

The Conservancy's service area includes approximately 25 million acres and all or part of 22 counties. This area creates significant transportation, communication and operational challenges. An effective organizational response requires strategic deployment of the SNC's

resources and effective communication with the public and all partners.

### **Complex Institutional Setting**

The SNC operates in a complex institutional setting. The Board includes representatives of the Executive Branch (Resources Agency, Department of Finance and 3 gubernatorial appointees), the Legislature (Speaker of the Assembly and Senate Rules Committee appointees), representatives from 22 counties, and 3 federal agencies (the National Park Service, the U.S. Forest Service, and the U.S. Bureau of Land Management). There are over 200 communities (more than 20 incorporated cities), 30-40 special districts and dozens of local non-governmental organizations within the region.

### **Program Diversity**

Rather than patching together separate agency programs, the SNC will continue to use a comprehensive and integrated approach to address regional and Subregional needs. This approach necessarily results in program diversity and complexity. As noted earlier, the SNC is charged with seven distinct program areas that must be integrated in order to achieve the mission of the organization. There are a wide variety of tools available to address each area, recognizing the diversity that exists throughout the region. The SNC's program complexity is magnified by rapid regional

change, which is driven, in part, by population growth within and immediately adjacent to the region. Some estimates predict the population is expected to triple in the next 30-40 years. As the economic structure of the region diversifies from one primarily dependent on commodity-based industries to one driven by new services, the SNC's charge will require new approaches. For example, the potential conversion of working landscapes to residential and commercial uses would lead to increased demand for stewardship on remaining lands in order to receive the environmental, economic and social benefits these lands provide. The Conservancy must continue to be responsive and take advantage of opportunities resulting from various planning efforts.

### **An Emphasis on Consultation and Collaboration**

The SNC is committed to working collaboratively and cooperatively with all levels of government, and a wide variety of partners, including non-governmental organizations and private landowners, in developing and implementing its programs. It cooperates and consults with the city or county wherever a real property interest is being acquired, and

with public water. Additionally, is it necessary to closely monitor a host of Federal, State and local planning processes, as well as to coordinate activities with other State agencies.

### **Complexity of Program Development and Implementation**

The SNC is managed in accordance with Program Guidelines adopted by the Board in July 2007. These guidelines create a “level playing field,” (fair and even access to the SNC processes) for all interests. The guidelines identify program objectives and the procedures and processes used to carry out the programs. They reflect analysis of program (resource) requirements at the regional and Subregional levels; institutional capacities; funding needs for each program; and an

systems where a project assessment of Federal, State and local plans for each program objective.

In order to carry out its activities consistent with the guidelines, Conservancy personnel:

- Develop and analyze regional, Subregional and community information;
- Engage in required consultative and Subregional liaison processes to determine needs and priorities;
- Review existing and potential funding programs affecting the region;
- Review and analyze project proposals;
- Provide technical assistance to local governments and non-governmental organizations; and
- Convene and facilitate willing parties with diverse interests and perspectives.

The Conservancy relies on communication and data systems to achieve program objectives, improve community capacity and

may affect the system.

provide for maximum public participation in Conservancy meetings and workshops and is continuously trying to improve its ability to communicate and manage information effectively.

Critical to the Conservancy’s success is the implementation of an Education and Communication Plan adopted by the Board in December 2007. The purpose of the plan is to support increased understanding of the region and Subregions by all parties. By educating California citizens about the many benefits of the Sierra Nevada Region, the resource challenges and opportunities that exist and the need for their involvement, the public can assist in supporting efforts to improve the environmental, economic and social well-being of the region.

## AGENCY FIVE YEAR ORGANIZATIONAL STRATEGIC GOALS

During the next two-and-a-half years the SNC will continue to build an effective infrastructure to implement its charter, develop strategies, and set priorities for decision making on projects and site-specific activities. In order to carry out its mission, the SNC will focus on five key organizational areas:

- **Create an Effective Organization**
- **Use and Share Best available Information**
- **Increase Knowledge and Capacity**
- **Ensure a Balanced Portfolio**
- **Identify Funding Needs**

### ***I. Create an Effective Organization***

In its initial years the SNC defined key purposes, functions and project goals and created an organizational structure to support them. It hired staff; adopted rules, regulations and guidelines for the SNC's operations; designed organizational

management structures; completed required reports and plans; and established the organization's facilities.

The SNC organizational structure emphasizes flexibility and recognize the Sierra Nevada's differences and similarities. It addresses challenges of serving an area as large and diverse as the Sierra Nevada Region by focusing on its core mission and

forming partnerships with other governmental agencies and a wide variety of partners and interested parties.

The SNC does not supersede local efforts. Instead its efforts emphasize community interaction and build on and enhance the existing infrastructure.

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#### **Strategies to support Organizational Goal 1**

Strategy 1.1: Ensure an open and transparent decision-making process by adopting understandable rules, guidelines, and procedures for the SNC's business.

Strategy 1.2: Conduct a robust public outreach and feedback program within the region and in the state's metropolitan areas important to the success of the program.

## **II. Use and Share Best Available Information**

The SNC will continue to base decisions on best available information by engaging in data collection, analysis and sharing.

Numerous governmental agencies, non-governmental entities, educational institutions, and individuals maintain information to make daily decisions affecting the region. However, for a variety of reasons, the information is not always easily available to others. The SNC will collaborate with

local decision makers to determine information needs and define ways to make the best available information readily available.

A number of entities have developed a significant amount of high quality regional research and information. The SNC will continue to identify and incorporate as much existing data as possible into its information collection and dissemination efforts.

In addition to acquiring best available and necessary information, the SNC proposes to engage community leaders and others in defining information priorities, data

gaps and dissemination methods.

The SNC will continue to make information widely available for use by others using multiple strategies and tools with an emphasis on internet and other emerging technologies.

Beyond acquiring information and making it available, the SNC will focus on means to improve the overall capacity of communication systems in the region. For example, some areas in the Sierra Nevada Region do not have access to high-speed internet, or even basic internet service, at reasonable rates.

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### **Strategies to support Organizational Goal 2**

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|------------------|--|
| Strategy<br>2.1: | Work with governmental agencies, non-governmental organizations, tribes, private landowners, educational institutions, and other interested parties, to determine existing relevant information relating to the SNC's mission, significant information gaps and potential sources of new information. In doing so, build upon and enhance existing information infrastructure. |
| Strategy<br>2.2: | Assess preferred dissemination methods, technological needs and data limitations of the SNC's partners. Develop overall data acquisition and, dissemination requirements and a strategy to address the SNC statutory and organizational needs, with an emphasis on improving communities' ability to access and use information.   |
| Strategy<br>2.3: | Identify and make available access to key federal, State and local plans and other documents affecting the regions to be considered in the development of the program guidelines and priorities (PRC 33345   |

### **III. Increase Knowledge and Capacity**

The Sierra communities have a rich history of self-sufficiency and resourcefulness. Currently, many local activities, consistent with the SNC's mission, are underway. The SNC will continue to build upon these efforts and assist communities with building and creating capacity by providing information,

technical assistance, financial, and other resources.

The SNC recognizes goals and activities must be flexible enough to address the wide variety of regional issues and concerns and to adapt to new information or situations. Neither "one

size fits all," nor will static programs be effective.

Education efforts, demonstration projects, and research and monitoring activities designed to increase knowledge will continue to be encouraged and supported.

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#### **Strategies to support Organizational Goal 3**

- |               |  |
|---------------|--|
| Strategy 3.1: | Determine existing and potential regional and community education, shared learning and research projects that the SNC can support and enhance. |
| Strategy 3.2: | , Work with communities to meet their technological, communication, and technical assistance needs.  |
| Strategy 3.3: | Support integrated regional, Subregional and local planning efforts, consistent with the SNC's mission.  |

#### ***IV. Implement a Balanced Program***

The SNC places a priority on projects and activities that provide multiple benefits consistent with program goals. The integration of environmental, economic and social aspects is encouraged and supported.

The SNC will make every effort to, over time, allocate resources and activities equitably across

the Subregions and program areas. Even so, in the initial years of operations, the diversity, complexity and uniqueness of the region and the Subregions may create challenges in achieving this objective. Funding limitations and restrictions may also present challenges in achieving this objective. Compounding that challenge will be a desire to invest in

projects that also provide statewide benefits.

The SNC will continue to identify efforts and activities with region-wide application and benefit. This may include communication efforts, enhancement of information technology infrastructure and information collection and dissemination.

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#### **Strategies to support Organizational Goal 4**

Strategy 4:1:	Recognize the need to act based on opportunity, available funding and regional differences and statewide interest.
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## V. Identify Funding Needs

Adequate funds are essential to fully implement this Strategic Plan. The SNC recognizes that funding may be limited, inconsistent and targeted to certain program areas, depending on funding sources and appropriation by the Legislature. The SNC will continue to fund essential activities and

implement this plan consistent with available funding and statutory requirements.

The California Environmental License Plate Fund and Proposition 84 bond funds are the current sources of the SNC budget. The SNC will continue to engage in a number of important

activities using base funding including gathering and disseminating important information and providing technical assistance. Funds for grants come from Proposition 84 bonds. The SNC may also receive resources from gifts, bequests or donations.

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### Strategies to support Organizational Goal 5

Strategy 5.1:	Develop and communicate funding needs of the region to the public, the SNC partners, and decision makers at all levels.
Strategy 5.2:	Leverage and improve funding options and opportunities by identifying and communicating potential funding sources to those engaged in project activities consistent with the SNC's mission.
Strategy 5.3:	Identify and secure additional opportunities for stable funding sources for the SNC.

## AGENCY FIVE YEAR PROGRAMMATIC GOALS

### **Sierra Nevada Conservancy Program Goals**

*(These goals are listed as they appear in the statute and do not necessarily reflect a priority order.)*

- ➡ Provide increased opportunities for tourism and recreation
- ➡ Protect, conserve, and restore the region's physical, cultural, archaeological, historical, and living resources
- ➡ Aid in the preservation of working landscapes
- ➡ Reduce the risk of natural disasters, such as wildfires
- ➡ Protect and improve water and air quality
- ➡ Assist the regional economy through the operation of the Conservancy's program
- ➡ Undertake efforts to enhance public use and enjoyment of lands owned by the public

The statute creating the SNC charged the organization with seven program goals (see box on this page). This Strategic Plan identifies a set of strategies in support of each goal. The Conservancy develops an Action Plan each year, which identifies the specific actions the Conservancy will undertake in that fiscal year to carry out these strategies and further the program goals. Conservancy staff report regularly to the Board regarding the contents and status of the Action Plan and includes information regarding program accomplishments in its Annual Report. . The SNC ensures that strategies and actions are integrated across program areas.

Ongoing development of the Conservancy's plans is done using an open process, utilizing information gained from public input and other information gathering, development and analysis. All of the Conservancy's efforts recognize and address Subregional differences and priorities.

Following are the program goals as identified in statute, with ongoing activities identified.



## **Program Goal 1: Tourism and Recreation**

### **Provide Increased Opportunities for Tourism and Recreation**

Californians enjoy numerous recreational opportunities in the Sierra and the statute creating the SNC positions it as an advocate for increasing and improving those opportunities.

The Conservancy's mandate to provide increasing opportunities for tourism and recreation is a clear recognition of the major economic contribution of these activities to the region and its communities.

Tourism and recreational opportunities are essential to the Sierra Nevada's changing economy and major contributors to economic growth. In 1999, overnight campers spent over \$560 million for use of private and public campgrounds, more than a sixth of such expenditures statewide.<sup>2</sup> These sectors continue to grow and provide more jobs and wages than many other sectors combined.

Between 1992 and 1998 the jobs generated by travel spending alone grew from about 6,500 to over 9,000.<sup>3</sup>

The growth is driven by the creation of new businesses and the expansion of existing ones, based on providing value-added services on both public and private lands.

Recreational opportunities in the Sierra Nevada offer nearly every type of outdoor activity for visitors and residents (both full and part-time) from camping to snowshoeing, hunting to bird watching, and rock climbing to motorized sports. In fact, some estimates indicate that as many as 50 million visitor days are spent on public lands a year.

At the same time, it is important to note that some forms of recreation can create impacts on natural resources, especially use that is inconsistent with prescribed rules and restrictions. Likewise, increased tourism could create stress to existing infrastructure in many Sierra communities.

Many communities have developed or are exploring "non traditional"

opportunities, such as eco-tourism, agri-tourism and heritage related tourism. Also the opportunity for additional recreational activities in the non-peak or "shoulder" seasons present viable options in many areas.

The SNC will continue to work with communities on identifying opportunities that increase tourism and recreation consistent with sustainable practices and in recognition of community infrastructure needs. The SNC will also continue to encourage and support efforts that teach visitors how to be good stewards of local resources.

<sup>2</sup> Fire and Resource Assessment Program (FRAP), Department of Forestry and Fire Protection, Assessment, Socio-Economic Assessment, Wildland Outdoor Recreation Assessment. p. 31

<sup>3</sup> FRAP, Assessment, Socio-Economic Assessment, Wildland Outdoor Recreation Assessment, p. 29

**Strategies to support program  
goal 1**

- Strategy 1.1: Identify top priority tourism and recreational opportunities for all, including those in non-traditional activities such as eco-tourism, agri-tourism and heritage related tourism. Promote opportunities consistent with the integration of environmental, economic and social benefits.
- Strategy 1.2: Identify funding sources relative to tourism and recreation that may be utilized to complement the SNC activities in order to achieve objectives.
- Strategy 1.3 Identify and promote opportunities to enhance recreational and tourism activities in the non-peak and “shoulder” seasons.
- Strategy 1.4: Provide opportunities on public lands through increased management, improved access and new trails.
- Strategy 1.5: Promote opportunities on private land by supporting resource and amenity conservation and restoration projects associated with private creation of recreational use.

## **Program Goal 2: Physical, Cultural, Archaeological, Historical, and Living Resources**

### **Protect, Conserve, and Restore the Region's Physical, Cultural, Archaeological, Historical, and Living Resources**

The Sierra Nevada is a special place with many areas of interest. The extraordinary landscape draws residents and visitors. Few places on the planet have such beauty, ecological diversity, archaeological, cultural and historical assets.

Humans have lived in the Sierra for about 10,000 years, and have been a factor in the regional ecology for 3,000 to 5,000 years. Early people used fire to improve the land for food, hunting and gathering and to generate plants to make baskets and serve other needs. Today, the Sierra Region continues to be home to numerous tribes.

Later, the Sierra hosted California's famous gold rush, which marked a turning point in the Sierra's cultural, economic and natural history. During that period, a large number of people came to the Sierra to pursue their fortunes and built many of today's communities.

During this time, the practices employed by the miners severely degraded the Sierra's waterways and landscape. The results of these practices are still problems in many areas.

Increasing pressures including growth, economic decline, the risk of catastrophic fire, climate change and decreasing water and air quality put these important features at risk.

By 2040, almost 20 percent of the Sierra's current private forests and rangelands could be affected by projected development.<sup>4</sup> Such conversion would put at risk, among other things, the Sierra Nevada's wildlife and ecosystem health and its rich cultural and historic treasures.

In addition, nearly 70 percent of the Region's forests and rangelands are ecologically at risk from wildfire.<sup>5</sup>

Catastrophic fire would have profound environmental, economic and social impacts.

Climatic changes also present significant potential impacts to the Sierra's physical and living resources. Currently, even conservative projections of warming temperatures suggest a significant decrease in the Sierra snowpack and changes in precipitation patterns, which must be considered in planning processes.

In order to protect, conserve and restore the region's living resources, it is essential to promote ecosystem and watershed health. This requires an integrated approach recognizing the importance of terrestrial and aquatic habitats and the activities and conditions that may threaten their health.

Collaborative, integrated watershed planning efforts that address a wide range of issues are encouraged and supported.

<sup>4</sup> FRAP Assessment Summary, p. 89

<sup>5</sup> FRAP Assessment Chapter 3, Health - Wildfire Risks to Assets, p. 12

**Strategies to support program goal 2**

- Strategy 2.1: Identify priority projects, partners and mechanisms, that protect, conserve and restore physical and natural resources, watersheds, wildlife habitat and other living resources.
- Strategy 2.2: Identify priority projects, partners and mechanisms that protect, conserve and restore cultural, archaeological and historical resources.
- Strategy 2.3: Identify specific funding sources that may complement the SNC activities in order to achieve program objectives.
- Strategy 2.4: Work in partnership with other governmental agencies, non-governmental organizations, and other interested parties to identify information, assistance and resources needed to support community projects consistent with SNC's mission.
- Strategy 2.5: Partner with local governments to identify information, technical assistance and resources that would be of value in local land-use decision-making.
- Strategy 2.6: Facilitate and foster good planning and education efforts (including those aimed particularly at students) to protect and enhance ecosystem and watershed health, sustainable working landscapes and economically viable communities.

## **Program Goal 3: Working Landscapes**

### **Aid in the Preservation of Working Landscapes**

Working landscapes are lands managed to produce goods and commodities from the natural environment (most commonly farms, ranches, forests, and watersheds). These lands often provide important contributions to habitat, biodiversity, water quality, air quality and open space that benefit everyone. Based on landowner skills, resources, and voluntary conservation and restoration actions, the benefits can be substantial.

Although management responsibilities and costs rest with the landowner, in many communities these lands are an important part of the local economy, culture and

social fabric. Working landscapes represent a scenic and historic asset for the region, covering approximately 36 percent of California's forests and rangelands.<sup>6</sup>

Many of these working landscapes are at risk because landowners have difficulty keeping their businesses economically viable. In many places, development pressure is strong and the potential economic gain for converting the lands to other uses is substantial. The resulting conversion of use is often detrimental to natural resource values that remain.

In some instances the management of public

lands in the area affect private landowners. Many are dependent on availability of government lands to create a scale of operation to make their own endeavors profitable. For example, in the Eastern Sierra 95 percent of land ownership is held by federal and other governments, 2.5 percent in ranches, and 2.5 percent in other private ownership.<sup>7</sup> In this area many private enterprises rely on these public lands for ranching, recreation, etc. In addition, government policies designed to respond to other resource issues can have unintended consequences and destabilize private working landscapes dependent on a mix of resources.

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### **Strategies to support Program Goal 3**

- Strategy 3.1: Collaborate with governmental and non-governmental partners in identifying willing landowners interested in preserving their working landscapes through conservation easements and similar mechanisms.
- Strategy 3.2: Identify voluntary incentive-based programs (including those complementing and enhancing regulatory efforts) to assist in preserving working landscapes consistent with achieving sustainable environmental protection, natural resource conservation and watershed management objectives.
- Strategy 3.3: Identify opportunities for more cohesive public and private land management, including "checkerboard" ownership patterns, by identifying and facilitating potential voluntary land exchanges.
- Strategy 3.4: Identify voluntary incentives to private and public landowners to manage the

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<sup>6</sup> FRAP Assessment Summary, p. 75

<sup>7</sup> FRAP Report to the California Biodiversity Council, September 18, 1997

upper watershed to increase natural water storage and groundwater recharge.

Strategy 3.5: Facilitate local, regional and State planning to encourage upper watershed conservation efforts that result in increased natural water storage, groundwater recharge and habitat improvement.

Strategy 3.6: Provide regional perspective and coordination expertise to help local planning efforts consistent with working landscape goals; assist communities in minimizing adverse impacts of public land management on private working landscapes.

## **Program Goal 4: Natural Disaster Risks**

### **Reduce the Risk of Natural Disasters, such as Wildfires**

The Sierra Nevada geography, geology, climate and vegetation make it particularly susceptible to natural disasters, particularly wildfires, floods, landslides, avalanches, and volcanic events. Effective fire suppression efforts in recent decades have increased fuel build-up in many areas. At the same time active public land forest management (timber harvesting and fuels management) has also been reduced.

As this occurred, substantial residential and commercial growth occurred in historic wildlands. Increased length of the wildland-urban interfaces increase natural disaster risks. The existence of thousands of presently undeveloped parcels of land extending randomly into wildlands has the potential of exacerbating that latent risk.

For example, 79 percent of housing units in the Sierra wildland-urban interface are at significant risk from wildfire (Very High or Extreme fire threat).<sup>8</sup> Collaboration among local jurisdictions and local landowners may help affect future land-use decisions that could exacerbate the problem.

In addition, significant management challenges have increased fire risk on many publicly held lands. The proximity of these lands to developed areas creates additional threats.

In recent years, there has been an increase in efforts to reduce the risk of catastrophic fire on public and private lands. Substantial federal funding has been allocated to many of the Sierra Nevada's National Forests. Local Fire Safe Councils have been formed in many communities and there is a

growing awareness of the fire problem among local decision-makers.

Similar investments are made for landslides and floods, but often after a fire event. Due to changing land-use patterns, official floodplain and other geographic hazard mapping are not always up to date and new construction sometimes occurs in those areas.

Some areas in the region face the risk of avalanche during the winter. In addition, volcanic hazards are of particular concern to some parts of the region.

Sierra communities must also determine the potential effects of climate change and develop strategies to deal with those changes.

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### **Strategies to support Program Goal 4**

- Strategy 4.1: Collaborate with State and federal land managers to identify projects and activities that will reduce risks of, and prepare for, natural disasters on public lands.
- Strategy 4.2: Assist communities in the development and implementation of firesafe community plans, flood prevention and other natural disaster prevention and response community-based plans. Collaborate with local governments and

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<sup>8</sup> FRAP Assessment Summary, p. 102)

- community-based organizations to create incentives for hazard mitigation and disaster planning.
- Strategy 4.3: Collaborate with federal, State and local fire agencies to identify opportunities for the SNC to assist in risk reduction efforts on private lands.
- Strategy 4.4: In cooperation with local governments, identify strategies to reduce the wildland-urban interface fire risk created by building structures that are within or encroach into wildlands.<sup>9</sup>
- Strategy 4.5: Provide assistance to the Region in the development and implementation of alternative, multi-benefit natural disaster risk reduction programs such as bio-fuel creation.

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<sup>9</sup> Where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures.



## **Program Goal 5: Water and Air Quality**

### **Protect and improve water and air quality.**

#### **Water**

The Sierra Nevada Region has numerous major rivers, hundreds of lakes, and thousands of miles of streams that form 31 watersheds. These watersheds are the lifeblood of California as they contribute over 60% of California's water needs, (primarily to areas outside of the Sierra Nevada) and substantial hydro-electric power.

Many watersheds retain negative impacts from historic land uses, ongoing land-use changes, and episodic, intense wildfires that have degraded water and air quality and aquatic habitat conditions. Historic mining activities also have significant water quality impacts, from both sediment and heavy metals. In addition some forms of recreation can create impacts on water resources, especially if not conducted consistent with prescribed rules, regulations and restrictions.

Today, new construction, mining, timber and range management, residential and commercial land use, and road construction are all activities that are regulated to address impacts on water quality. Planning and regulation takes place at the State, regional and local

levels. In addition, communities are facing issues such as wastewater treatment and storm water runoff that can affect water quality. At the same time, many Sierra dams are in the process (or will be in the near future) of being relicensed by the Federal Energy Regulatory Commission. The outcomes of these efforts will have important consequences in many communities.

The SNC will continue to work with these regulatory agencies and the communities to determine efforts that will contribute to improving water quality and will continue to fund efforts to improve watershed health through its Proposition 84 grant program.

#### **Air**

While California faces some of the nation's most difficult air quality challenges, some Sierra communities enjoy some of the state's cleanest air.

However, in the more urbanized areas of the Sierra Nevada, as in other parts of California, motor vehicles are significant contributors to air pollution. Some areas, most particularly in the foothill region, receive substantial additional negative impacts from urban pollution carried by wind.

Air quality issues in the Sierra are further complicated by the role of fire. Catastrophic fires

can create substantial amounts of pollution and can be particularly intense during active burning. At the same time, land managers use fire as a tool to reduce the risk of wildfire through prescribed burns. Reconciling land management activities and air quality standards continues to be a challenge.

#### **Climate Change**

Issues involving climate change are especially relevant to the Sierra Nevada's water and air quality. Governor's Executive Order (S-3-05) notes increased temperatures threaten to greatly reduce the Sierra snowpack, one of the State's primary sources of water; and increased temperatures also threaten to further exacerbate California's air quality problems with adverse effects on human health. New approaches such as carbon sequestration hold great promise for the region and carbon emission offsets created by Sierra land management and other practices could enhance overall statewide goals.

Even under lower emissions scenarios, the Sierra snowpack is projected to face significant decline in the coming years. A regional approach on how to adapt to climate change is

necessary to protect our natural resources and local economies. That is why the Administration has

developed a Sierra Nevada Climate Change Initiative, to be led by the Sierra Nevada Conservancy in partnership

with the California Tahoe Conservancy and other state and federal entities.

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**Strategies to support Program Goal 5**

- Strategy 5.1: Identify and support voluntary incentive-based programs that complement and enhance regulatory efforts to achieve environmental protection and sustainability goals.
- Strategy 5.2: Identify and support priority projects aimed at assessing, protecting, and improving watershed health, particularly those that provide multiple benefits.
- Strategy 5.3: Provide incentives for watershed restoration projects resulting in upper watershed health, water quality improvement and water source conservation efforts.
- Strategy 5.4: Engage in cooperative efforts with agencies and other partners aimed at educating the public about, planning for, and monitoring the effects of climate change on the Sierra Nevada Region, as well as the impact that actions taken within the Sierra Nevada have on mitigation of climate change throughout the State. For example, investigate technology and program options for carbon sequestration.
- Strategy 5.5: Work with local governments, air quality organizations, and other stakeholders to encourage efforts to reduce the risk of catastrophic fire through increased biomass energy production, thereby reducing open burning and associated negative impacts on air quality and greenhouse gas emissions.

## **Program Goal 6: Regional Economy**

**Assist the regional economy through the operation of the Conservancy's program.**

The Sierra Nevada economy is rooted in its natural environment by tourism, recreation, sustainable resource management, the production of agricultural products and the extraction of valuable minerals and building materials.

Many Sierra Nevada communities face ongoing economic challenges. At the same time, the changing local economies described earlier in this document present opportunities for greater diversification. Many communities are in need of assistance in developing efforts to attract diverse, sustainable economic activity. California as a whole will benefit from

greater economic vitality within the Sierra.

In carrying out its programs, the SNC will support developing the needed information technology and other communications infrastructure that will help attract economic activity, particularly activity that reinvests in the region.

Population and economic growth constitute a dilemma for various parts of the region. Some seek and benefit from expansion while others prefer less development. SNC will continue to take these differences into consideration in project planning.

The SNC will continue to carry out its operations with an emphasis on providing economic benefits for Sierra communities. This includes being a consumer in the local economy by purchasing goods and services locally, conducting meetings and events in the region and assisting local businesses in gaining more State business opportunities. SNC will also continue to invest in program areas in ways that enhance the economy of the Sierra.

The Conservancy will also play a role in fostering collaboration and cooperation among producers of regional goods and services to improve markets.

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### **Strategies to support Program Goal 6**

- Strategy 6.1: To the maximum extent feasible, focus the SNC's expenditures and conduct activities within the region, utilizing community businesses.
- Strategy 6.2: When investing in the SNC's information technology system and other infrastructure, factor in approaches to increase value to the region.
- Strategy 6.3: Identify resources and assistance that will benefit communities in efforts to improve their economic well-being.
- Strategy 6.4: Assist in growing and diversifying local economies that are compatible with the area's natural resources, through innovative investments and economic development that are regionally distinctive.

## **Program Goal 7: Public Lands**

**Undertake efforts to enhance public use and enjoyment of lands owned by the public.**

Over 60 percent of the Sierra Nevada Region is owned by the public, with the federal government being the single largest land manager. These lands provide substantial recreational opportunities for Sierra residents and visitors and simultaneously provide for the protection of significant natural resources. The use of

public lands for recreation and tourism provides substantial economic benefits for many communities. Just as significantly, those spending time on them, receive hours of enjoyment and fond memories.

However, with public use come management challenges relating to law

enforcement, resource protection and development and maintenance of facilities. The SNC will continue to work collaboratively with land management agencies and others to address these challenges and to increase the quality and diversity of use and enjoyment of public lands.

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### **Strategies to Support Program Goal 7**

- Strategy 7.1: Support community efforts to identify specific opportunities for sustainable public use and enjoyment of public lands. This includes conservation and restoration projects that result in public use.
- Strategy 7.2: Develop and support, in consultation with State and federal land managers, sustainable projects that meet this objective, consistent with the land management agencies' objectives and responsibilities.

## **NEXT STEPS**

This Strategic Plan will be comprehensively reviewed within five years by the Board, although adjustments to the plan will continue to occur prior to that if warranted because of new information or changing conditions. The Board will also review progress on implementing the plan and the annual action plan to determine appropriate program adjustments. All changes to the plan will be made through an open, public process.

## **ACKNOWLEDGEMENTS**

The SNC is greatly appreciative of the many individuals, organizations, and governmental agencies that played a role in the development of this plan. The input, support, and public involvement was invaluable.

Board members John Brissenden and B.J. Kirwan who served as members of the Boards sub committee, spent numerous hours attending workshops and providing guidance and support in development of this plan.

The services of Lisa Buetler and her team at the Center for Collaborative Policy at California State University Sacramento, Sherry Bartolucci of Synergistica Consulting (compliments of the Resources Legacy Foundation Fund) and a team of volunteer facilitators were likewise essential to the creation of a strong plan through a no bust public process. Finally, the work of the SNC staff and the Board have created a Strategic Plan that will ably guide the organization for the next five years.

## GLOSSARY

For the purposes of this plan, the following terms have the following meanings:

**Adaptive management:** design and implement programs in a highly flexible manner, and revise management strategies depending on information gained from continuous monitoring to achieve desired outcomes.

**Biofuel:** gas or liquid fuel made from plant material (biomass). Includes wood, wood waste, wood liquors, peat, railroad ties, wood sludge, spent sulfite liquors, agricultural waste, straw, tires, fish oils, tall oil, sludge waste, waste alcohol, municipal solid waste, landfill gases, other waste, and ethanol blended into motor gasoline.

**Board:** governing Board of the Sierra Nevada Conservancy.

**Capacity Building:** increasing the ability of a community, local government, or organization, to design, develop and carry out programs or projects.

**Carbon sequestration:** refers to the provision of long-term storage of carbon in the terrestrial biosphere, underground, or the oceans so that the buildup of carbon dioxide (the principal greenhouse gas) concentration in the atmosphere will reduce or slow. In some cases, this is accomplished by maintaining or enhancing natural processes; in other cases, novel techniques are developed to dispose of carbon.

**Conservancy:** Sierra Nevada Conservancy.

**Ecosystem:** abbreviation of the term, ecological system; a collection of plants, animals and other living organisms, living together with their environment (including land, water and air) function as a loose unit, a dynamic and complex whole, interacting as an ecological unit.

**Fee interest, fee title, fee estate, or fee simple:** outright title to, and dominion over, a parcel of land.

**Fund:** the Sierra Nevada Conservancy Fund, a special fund within the State Treasury for the exclusive use of the Sierra Nevada Conservancy.

**Interested Parties:** all parties engaged in, interested in, affected by, and/or potential parties to activities of the Conservancy and region including, tribal people, governments, people of all regions, states and nations, private land owners, businesses, watershed councils, non-profits, non-governmental organizations, social and cultural organizations, advocacy groups, fire safe councils, land holding bodies, private associations, educational institutions and others.

**Less-than-fee interest in land:** an interest in land -- such as an easement, right-of-way, or leasehold -- which is less than the fee title, transferred by the owner of the fee title (or a predecessor) to another party (e.g., an individual, corporation, public entity, etc.).

**Living Resources:** biological resources, including plants, aquatic life, micro-organisms, birds, reptiles, animals and humans.

**Local government:** a city, county, district (including fire, water, recreation, park, sanitation, waste disposal and resource conservation districts), or joint powers authority.

**Non-profit organization (Non Governmental Organization):** "Nonprofit organization" means a private, nonprofit organization that qualifies for exempt status under Section 501(c)(3) of Title 26 of the United States Code, and whose charitable purposes are consistent with the purposes of the conservancy as set forth in this division.

**Region or Sierra Nevada Region:** the area lying within the Counties of Alpine, Amador, Butte, Calaveras, El Dorado, Fresno, Inyo, Kern, Lassen, Madera, Mariposa, Modoc, Mono, Nevada, Placer, Plumas, Shasta, Sierra, Tehama, Tulare, Tuolumne, and Yuba, which is more specifically described in Public Resources Code section 33302(f), and excluding both of the following: (1) The Lake Tahoe Region, as described in Section 66905.5 of the Government Code (2) The San Joaquin River Parkway, as described in Public Resources Code section 32510. The region includes the mountains and foothills of the Sierra Nevada range, and certain neighboring areas including the Mono Basin, Owens Valley, the Modoc Plateau and a part of the southern Cascade region including the Pit River watershed.

**Riparian:** areas adjacent to rivers and streams. Usually referred to when discussing animals and plants that requires this type of environment to survive.

**Shoulder Season:** refers to seasons on either side of high visitation seasons in communities with a strong tourism economy.

**Subregions:** the six Subregions of the Sierra Nevada Region, described as follows:

- (1) The North Sierra Subregion, comprising the Counties of Lassen, Modoc, and Shasta.
- (2) The North Central Sierra Subregion, comprising the Counties of Butte, Plumas, Sierra, and Tehama.
- (3) The Central Sierra Subregion, comprising the Counties of El Dorado, Nevada, Placer, and Yuba.
- (4) The South Central Sierra Subregion, comprising the Counties of Amador, Calaveras, Mariposa, and Tuolumne.
- (5) The East Sierra Subregion, comprising the Counties of Alpine, Inyo, and Mono.
- (6) The South Sierra Subregion, comprising the Counties of Fresno, Kern, Madera, and Tulare.

**Sustainable:** an activity that can be repeated over a long period of time without causing damage to the environment or the community.

**Sustainable Development:** development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

**Tribal organization:** an Indian tribe, band, nation, or other organized group or community, or a tribal agency authorized by a tribe, which is recognized as eligible for special programs and services provided by the United States to Indians because of their status as Indians

and is identified on pages 52829 to 52835, inclusive, of Number 250 of Volume 53 (December 29, 1988) of the Federal Register, as that list may be updated or amended from time to time.

**Watershed:** an area of land that is drained by a single stream or river. Smaller stream-based watersheds nest within larger river-based watersheds.

**Wildland-Urban Interface:** where houses and other human development meet or intermingle with wildland vegetation and wildfire poses a significant risk to human lives and structures.

**Working landscapes:** lands producing goods and commodities from the natural environment (most commonly farms, ranches and forests). For many communities, these lands are an important part of the local economy, culture and social fabric.



## **List of Appendices**

**Appendix A: Methodology Statement – Internal Planning Process**

**Appendix B: Summary of Agency Duties and Authorities**

**Appendix C: Summary of 2005 Community Meetings**

**Appendix D: Summary of 2006 Community Meetings**

**Appendix E: Summary of Actions to Date**

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### **Appendix A: Methodology Statement – Internal Planning Process**

As a new organization the Conservancy was fortunate to receive information from a variety of government agencies, nonprofit organizations and businesses. Many of the materials provided were incorporated in part or in whole in the Organizational Assessment and to prepare the program and goal statements. Where direct quotes were used we attempted to provide the source document and also wish to acknowledge the many approaches and concepts graciously provided for this review by others.

The general public provided ideas for use in developing a plan during testimony at Conservancy Board meetings, with written submissions, and during public workshops conducted in the region in 2005. This document incorporates information gathered from those meetings and submissions and additional input generated at public meetings held in the region during April and May 2006, written submissions on the April and June 2006 drafts, and direction from the Board provided at the June 1, 2006, meeting. It also includes additional input provided by the Board and the public during the revision process which occurred between December 2008 and March 2009.

## Appendix B: Summary of Agency Duties and Authorities

### Overview

The Laird-Leslie Sierra Nevada Conservancy Act authorizes the Sierra Nevada Conservancy to “carry out projects and activities to further the purposes of this [Act] throughout the [Sierra Nevada] Region.” The Act directs the Conservancy to “make every effort to ensure that, over time, Conservancy funding and other efforts are spread equitably among each of the various Subregions and among the stated goal areas.” (Section 33341).<sup>10</sup>

The Act envisions the Conservancy will conduct its program “in cooperation with local governments, private business, nonprofit organizations, and the public” (Section 33301(d)).

Under the Act, the Conservancy has been given various powers and authority in order that it may carry out programs. Some key ones are:

- (1) Grants or loans to eligible entities (people, incorporated business and organizations, etc.);
- (2) Conservancy acquisition of an interest in land from a willing seller;
- (3) Restoration, enhancement, or improvement of land;
- (4) Transfer of an interest in land, e.g., for long-term management; and
- (5) Funding and facilitating collaborative planning efforts which involve interested entities and groups within the region.

In addition, the Conservancy is authorized:

- to provide technical assistance to eligible entities to support program and project development and implementation; and
- to conduct research and monitoring in connection with the development and implementation of the Conservancy’s program.

The Act also contains specific powers and authority relating to Conservancy income and revenue.

The Conservancy’s powers and authority are set forth in Division 23.3 of the California Public Resources Code, and are discussed in more detail below.

### Summary by topic

#### Grants and Loans (Sections 33343-33344)

The Conservancy may make grants or loans to public agencies, nonprofit organizations, and tribal organizations, in order to carry out the purposes of the Act. Conservancy grants or loans may be awarded for such purposes as:

- Developing projects and programs which are designed to further the purposes of the Act;

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<sup>10</sup> All section references are to the California Public Resources Code.

- Acquiring interests in real property, including both fee interests (absolute title) and less-than-fee-interests (e.g., conservation easements);
- Planning and designing the restoration, enhancement, or improvement of land;
- Carrying out the restoration, enhancement, or improvement of land;
- Conducting collaborative planning efforts.

Funds may be distributed only after the intended recipient enters into an agreement with the Conservancy. The Conservancy may require repayment of grant or loan funds and outlined conditions as appropriate. After approving a grant, the Conservancy may assist the grantee in carrying out the purposes of the grant.

Grants for acquisition of real property, and applications for such grants, are subject to various conditions. An entity that receives a grant or loan for acquisition of real property must provide for management of the acquired property.

#### Acquisition and Management of Interests in Land (Sections 33347 and 33349(a))

The Conservancy is authorized to acquire – but only from willing sellers or transferors – an interest in land, in order to carry out the purposes of the Act. However, the Conservancy may not purchase a fee interest (absolute title) in land, and it may not exercise the power of eminent domain (condemnation). If the Conservancy plans to buy an interest in a lot or parcel of land and it is appraised at more than a set amount (currently \$250,000), the acquisition must be reviewed by the State Public Works Board.

The Conservancy must “take whatever actions are reasonably necessary and incidental to the management of lands or interests in lands under its ownership or control.” For that reason the Conservancy is allowed to make management agreements for the lands with public agencies as well as private parties.

#### Restoration, Enhancement, or Improvement of Land (Section 33349(b))

The Conservancy may “improve, restore, or enhance lands for the purpose of protecting the natural environment, improving public enjoyment of or public access to public lands, or to otherwise meet the objectives of this [Act],” and to “carry out the planning and design of those improvements or other measures.”

#### Transfer of Interests in Land (Section 33348)

The Conservancy may “lease, rent, sell, exchange, or otherwise transfer” interests in real property including vested rights which are severable from the property (sometimes known as “transferable development rights”).

#### Funding / Facilitating Collaborative Planning Efforts (Section 33346(a))

The Conservancy may provide funds to facilitate collaborative planning efforts within the region.

### Other Activities (Sections 33346(b) and 33351)

The Conservancy “may provide and make available technical information, expertise, and other non-financial assistance to public agencies, nonprofit organizations, and tribal organizations as it relates to its mission.

The Conservancy may also expend funds to conduct research and monitoring, in connection with the development and implementation of its program.

### Consultation and Coordination (Section 33342)

The Conservancy shall cooperate and consult with the city or county, as the case may be, where a grant is proposed or an interest in real property is proposed to be acquired, and, as necessary and appropriate with a public water system. The Conservancy must also coordinate its efforts, as necessary or appropriate, with those of other State agencies,

### Income and Revenue (Sections 33346.5 and 33352-33355)

The Conservancy may receive gifts, donations, bequests, subventions, grants, rents, royalties, and other assistance and funds from public and private sources. Assistance received in this manner may include interests in real and personal property. SNC may also fix and collect fees for direct services which it renders, provided that the service is rendered at the request of the individual or entity receiving the service. The Conservancy may not charge more than the reasonable cost of providing the service.

All income from any source (including the proceeds from the transfer of any interest in land) is to be deposited in the Sierra Nevada Conservancy Fund, a separate fund within the State Treasury. The Legislature must authorize all expenditures from the Fund. The Fund can only be used for the purposes of the Act.

### Specifically Prohibited Activities (Sections 33347(c) and 33356)

The Conservancy may not exercise any of the following powers:

- Powers of a city or county to regulate land use.
- Any other powers to regulate activities on land (except when acting as the owner of an interest in the land, or under an agreement or other grant of authority from the owner of an interest in the land).
- Any powers over water rights held by others.
- Power of eminent domain (condemnation).

## Appendix C: Project Suggestions from 2005 Community Meetings.

### Community Well-being

- Funding for easements
- Housing affordability/availability
- Need for community centers
- Access to Information Technology/Communications (high-speed internet, teleconferencing, etc.)
- Access to health care, improve health care
- Public transportation
- Preservation of cultural resources
- Preservation of historical buildings and settings
- Resource related activities/jobs creation (e.g.: biomass)
- Retaining community/historic character
- Encouraging of the arts in the region
- Assist local governments in land use planning efforts
- Assist communities with infrastructure needs (e.g.: water and wastewater systems)
- SNC to “buy local”
- Tribal rights and tourism
- Economic development for youth
- Promote small businesses
- Planning for new airport
- Preserve small communities

### Tourism/Recreation

- Agricultural tourism
- Assist businesses and community in promotion of tourism
- Working landscapes tourism
- Historical tourism
- Ecotourism
- ADA compliant facilities
- Hunting and fishing opportunities
- Interpretative scenic byways
- Internet access to tourism/recreation opportunities in region
- Conversion of older infrastructure for recreational opportunities
- Assist State and federal agencies in increasing public access
- Develop visitor centers
- Balance recreational opportunities and resource development
- Assist with railroad trails, bike and walking trails

### Resource Protection

- Assist in land use planning efforts of local governments
- Promote forest health
- Sustainable forestry
- Fuels reduction/fire safe activities
- Technical assistance and scientific data
- Land swap opportunities
- Environmental education
- Critical acquisitions
- Use of conservation easements for habitat protection and open space preservation
- Funding for public lands maintenance and improvements
- Water quality projects - build and clean community water systems
- Watershed management and river restoration
- Air quality projects

### Education, Communication, Data Acquisition and Dissemination

- ID Native American archeological and cultural resources
- Compile project examples from other conservancies
- Provide technical assistance for grant writing, etc.
- Provide a neutral forum for policy discussions
- Facilitate necessary research and monitoring

## Appendix D: Summaries from 2006 Strategic Plan Community Meetings

### Introduction

In early 2006, the Sierra Nevada Conservancy initiated a strategic planning process. The preliminary draft of the Strategic Plan incorporated elements required by statute, as well as input received through numerous letters, reports and Community Forums conducted in 2005. Following the release of the preliminary draft plan, region-wide workshops were conducted to collect input and comments on refining specific elements of the Strategic Plan. These were held in each of the Conservancy six sub-regions during April and May of 2006. Participants were asked to comment on:

- Vision, Mission, and Guiding Principles
- Organizational Goals
- Program Areas

An overview of the meeting highlights from each session follows. The summaries provide an overview of issues discussed at the session. The section captioned “new insights” within each section summarizes concepts and issues expanded or articulated differently than in other subregional meetings.

<b>Jackson Workshop – April 25, 2006</b>
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#### **Vision, Mission, Principles**

##### ■ **Vision**

- a. Add “natural resources” (“living resources” is not clear)
- b. Make more active, less passive; more motivating, less abstract
- c. Add “economic vitality” to last sentence

##### ■ **Mission**

- a. Create/maintain balance between multiple (potentially competing) objectives
- b. Identify who “other interested parties” are – State and federal agencies, non-government organizations, and the public (throughout entire Strategic Plan)
- c. Make more active, the mission should include “protect”

##### ■ **Principles**

- a. Be clear about SNC’s role and how it relates to local organizations and communities (regulatory v. advisory; does it own or manage land?)
- b. Working with Others – add NGOs, private interests, and the public
- c. Grassroots/local approach emphasized

#### **II. Organizational Goals**

##### ■ **Effective Organization**

- a. Coordination across regions, agencies, and organizations is important
- b. Local liaison/presence/contact is needed
- c. Empower and work with local efforts

##### ■ **Use and Share Reliable Information**

- a. SNC as clearinghouse
- b. Set standards for data reliability; standardize data collection

##### ■ **Increase Knowledge and Capacity**

- a. Use and develop models based on actual data to make projections

##### ■ **Balanced Portfolio**

- a. Change this title to something about Measuring and Monitoring
- b. Emphasize public and private organizations
- c. Make sure that indicators are “measurable and appropriate”

■ **Funding**

- a. Grant programs and applications should be user-friendly, easy to understand

### **III. Program Goals**

■ **Priorities**

- a. Some advocated economic goals (new business and new dam construction), others advocated environmental goals (resource protection, rural quality of life)
- b. Working landscapes, tourism and recreation, and the regional economy are all connected to protection of natural resources.

■ **Program Actions and Approach**

- a. Focus on community priorities and specific opportunities
- b. Provide greater detail about programs – make goals stronger
- c. Include public education and awareness as a goal (out of classroom educational opportunities for children, more interpretive spots for adults, convey local history to visitors)
- d. Tourism and recreation goals need to address more than increasing visitor use (assess recreation assets, needs, and current level of use; increase the quality and variety of experiences; better manage current recreational use and public lands)
- e. Link regional economy and tourism opportunities (agri-tourism and environmental tourism; commercially-based recreation access projects)

## **New Insights**

### **I. Vision, Mission, Principles**

- a. Vision: energize vision with a kick-off demonstration project
- b. Mission: local government includes school districts

### **II. Organizational Goals**

- a. Organization: Some goals are long-term, some already completed – create a timeline
- b. Data: Use and develop models based on actual data to make projections
- c. Data: Indicators of well-being index should track jobs, housing balance, oak woodlands conversion
- d. Data: Need more information about groundwater in foothills

### **III. Program Goals**

- a. Discuss quality of life in local communities – health and fitness (including addressing childhood obesity), safe places for recreation, and work/home settings
- b. Link land use planning to working landscapes and natural hazard areas

Exeter Workshop – April 26, 2006
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### **I. Vision, Mission, Principles**

■ **Vision**

- a. Add “natural resources”, emphasize wildlife and wildlife habitat
- b. Add “working waterscape”
- c. Stronger language on protection and importance of resources for the State

■ **Mission**

- a. “Other interested parties” seems to ignore the importance of NGOs, community organizations, and private interests in resource conservation – call out
- b. Facilitate collaboration and improved relations among Sierra Nevada stakeholders for seamless management and regional approaches

■ **Principles**

- d. Create effective network to collect and share information
- e. Emphasize involvement of local groups acting in concert with government. agencies
- f. Specify how public participates in process, seek out input and information
- g. Education is important – interpretive signs and outreach to public and youth

**II. Organizational Goals**

■ **Effective Organization**

- a. Need to have a local presence, be innovative – use existing organizations to augment SNC resources; need reliable 2-way communication
- b. Significant community involvement in setting priorities, create a very transparent culture built on equity and collaboration; continually seek public input
- c. Provide definition of terms used in the Strategic Plan

■ **Use and Share Reliable Information**

- a. Improve uniformity of data collection, create effective network to collect and share information (consolidate data within a single clearinghouse)
- b. Define terms and what is included in various assessments; define “better” decision-making – what decisions?

■ **Increase Knowledge and Capacity**

- a. Create/maintain a database to catalogue all trails, improvements, unique locations to track progress/useful application of program

■ **Balanced Portfolio**

- a. Clarify purpose and content of index, include a full spectrum of indicators

■ **Funding**

- a. Grant guidelines should be simple, transparent, and equitable

**III. Program Goals**

■ **Priorities**

- a. Air and water are most important

■ **Program Actions and Approach**

- a. Work with local groups, help organize and facilitate better relations of agencies and community groups; local input into federal plans
- b. Education on the value and conservation of resources and public land; discuss threats – loss of working lands, habitat; use interactive websites; educate visitors
- c. Goals 2.4, 2.5 – Include communities and non-profit organizations (NGOs, local conservation groups, community economic development councils, etc.)
- d. Goal 4 – Funds should go more to on-the-ground efforts (treat landscape and vegetation to reduce fire hazards) and less to research
- e. Protect working landscapes and unique business community that exists in region; natural resources are basis for regional economy

**New Insights**

**I. Vision, Mission, Principles**

- a. Make vision and mission shorter, more personal; should be easy to memorize and quote
- b. Include soil, along with air and water in the vision
- c. Collaboration across management boundaries to create “green infrastructure”
- d. Look at other conservancies (e.g. Appalachian Conservancy) for models



- e. Consider aesthetic quality along with economic and environmental goals
- f. Remove “sound” from sound science

## **II. Organizational Goals**

- a. Include education and preservation regarding cultural resources
- b. Goal 1.1 – Would be good to use “green” building accessible by public transportation, biking, foot

## **III. Program Goals**

- a. Program Priorities – Recognize unique differences and values of valley, foothills, and mountains for all sub-regions
- b. Anticipate and respond to climate change and changing conditions
- c. Add goal directed at maintaining a healthy ecosystem and wildlife habitat; prevent introduction of invasive, non-native species
- d. Add program goal to preserve “Working Waterscapes”
- e. Include land use planning for Goals 3 and 4.2
- f. Assist communities with visioning; promote clean transportation, reduction of sprawl, and other methods for cleaner air and healthier, more walkable development
- g. Goal 1 – Reach out to non-traditional groups; emphasize diversity of users

<b>Nevada City Workshop – May 10, 2006</b>
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## **I. Vision, Mission, Principles**

### **■ Vision**

- a. Add “natural resources” (“living resources” is not clear)
- b. Make more active, less passive; more motivating, less abstract
- c. Add “economic vitality” to last sentence

### **■ Mission**

- a. Create/maintain balance between multiple (potentially competing) objectives
- b. Identify who “other interested parties” are – State and federal agencies, non-government organizations, and the public (throughout entire Strategic Plan)
- c. Make more active, the mission should include “protect”

### **■ Principles**

- a. Be clear about SNC’s role and how it relates to local organizations and communities (regulatory v. advisory; does it own or manage land?)
- b. Working with Others – add NGOs, private interests, and the public
- c. Grassroots/local approach emphasized

## **II. Organizational Goals**

### **■ Effective Organization**

- a. Coordination across regions, agencies, and organizations is important
- b. Local liaison/presence/contact is needed
- c. Empower and work with local efforts

### **■ Use and Share Reliable Information**

- a. SNC as clearinghouse
- b. Set standards for data reliability; standardize data collection

### **■ Increase Knowledge and Capacity**

- a. Use and develop models based on actual data to make projections

### **■ Balanced Portfolio**

- a. Change this title to something about Measuring and Monitoring
- b. Emphasize public and private organizations

- c. Make sure that indicators are “measurable and appropriate”

- **Funding**

- a. Grant programs and applications should be user-friendly, easy to understand

### **III. Program Goals**

- **Priorities**

- a. Some advocated economic goals (new business and new dam construction), others advocated environmental goals (resource protection, rural quality of life)
- b. Working landscapes, tourism and recreation, and the regional economy are all connected to protection of natural resources.

- **Program Actions and Approach**

- a. Focus on community priorities and specific opportunities
- b. Provide greater detail about programs – make goals stronger
- c. Include public education and awareness as a goal (out of classroom educational opportunities for children, more interpretive spots for adults, convey local history to visitors)
- d. Tourism and recreation goals need to address more than increasing visitor use (assess recreation assets, needs, and current level of use; increase the quality and variety of experiences; better manage current recreational use and public lands)
- e. Link regional economy and tourism opportunities (agri-tourism and environmental tourism; commercially-based recreation access projects)

## **New Insights**

### **I. Vision, Mission, Principles**

- a. Vision: energize vision with a kick-off demonstration project
- b. Mission: local government includes school districts

### **II. Organizational Goals**

- a. Organization: Some goals are long-term, some already completed – create a timeline
- b. Data: Use and develop models based on actual data to make projections
- c. Data: Indicators of well-being index should track jobs, housing balance, oak woodlands conversion
- d. Data: Need more information about groundwater in foothills

### **III. Program Goals**

- a. Discuss quality of life in local communities – health and fitness (including addressing childhood obesity), safe places for recreation, and work/home settings
- b. Link land use planning to working landscapes and natural hazard areas

<b>Paradise Workshop – May 11, 2006</b>
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### **I. Vision, Mission, Principles**

- **Vision**

- a. Add “natural resources” (“living resources” is not clear)
- b. “thriving places” should say “thriving environment”
- c. include employment opportunities

- **Principles**

- a. Working with Others – add NGOs, private interests, and the public
- b. Change “sound science” to “peer reviewed science,” science should be credible

**II. Organizational Goals**■ **Effective Organization**

- a. Actively interact and participate with local agencies and programs (county councils, fire safe programs, NEPA/CEQA processes)
- b. Hire exceptionally competent staff

■ **Use and Share Reliable Information**

- a. Proactive outreach and communication; don't rely on web and mail

■ **Increase Knowledge and Capacity**

- a. Reach out to existing organizations for information gathering and assistance

■ **Balanced Portfolio**

- a. Develop benchmarks; third-party monitoring

■ **Funding**

- a. Continuously expand reliable funding sources
- b. Clearing house for grants; streamline the funding and application process

**III. Program Goals**

- a. Work with existing organizations and local landowners
- b. Goal 1: Tourism should be sustainable, low impact (non-degrading)
- c. Goal 2 and 5: Include watershed education; develop a management policy for water
- d. Goal 6: include private sector encouragement (marketing, tax incentives, startup); need economic reason for project success; need infrastructure to buy local

**New Insights****I. Vision, Mission, Principles**

- a. Vision: energize vision with a kick-off demonstration project
- b. Vision: "sustainable natural processes" instead of "well managed public lands"
- c. Mission: local government includes school districts
- d. Principles: Some regions have little political clout; often impacted by the choices of others; have been short-changed on past bonds – help balance

**II. Organizational Goals**

- a. Organization: need balance of input from private industry and business – reach out to overlooked organizations (e.g., Christmas tree association)
- b. Data: assessments will be defined by resources and problems of interest – define boundaries for regional assessments
- c. Data: effective and cost-efficient technical review of proposals and information is critical – include citizens and staff on technical review board

**III. Program Goals**

- a. Develop short-term and long-term strategy for program goals
- b. Assist agencies in implementation of the Healthy Forest Restoration Act
- c. Coordinate public and private fire plans with county fire plans

**Mammoth Workshop – May 23, 2006****I. Vision, Mission, Principles**■ **Vision**

- a. Replace generic language by describing what makes the Sierra different, unique
- b. Use stronger verbs throughout, refer to sustainable ecosystems throughout
- c. Add "economic vitality" to last sentence

■ **Mission**

- a. Include references to cultural resources
- b. Identify “other interested parties,” add NGOs throughout
- c. Focus on measurable and tangible results

■ **Principles**

- a. Funding system should create collaboration and not a competitive system
- b. Keep it simple

**II. Organizational Goals**

■ **Effective Organization**

- a. Need project goals within first 2 years, not just staff and office
- b. Determine staffing and volunteer needs

■ **Use and Share Reliable Information**

- a. Terms need definition throughout, be more specific

■ **Increase Knowledge and Capacity**

- a. Education component should include outreach to all ages
- b. Education and advocacy to areas outside of the Sierra, where votes and money are
- c. Add economic, cultural, historical to list in index

■ **Balanced Portfolio**

- a. Define “fair” distribution
- b. Provide a strong element of accountability back to communities

■ **Funding**

- a. Get information out to public
- b. Collaborate to advocate for funding for the Sierras

**III. Program Goals**

■ **Priorities**

- a. Tourism, protection of resources, and public lands are interrelated

■ **Program Actions and Approach**

- a. Integrating all program areas is what is going to work – generate creative synergy
- b. Tourism infrastructure needs to meet existing (then future) demand
- c. Focus tourism on place-based activities that are true to environment, history and culture; promote education and visitor stewardship
- d. Preserve wetlands and water resources
- e. Enhance access, as well as use, to public lands
- f. Streamline permitting for project and enhance planning
- g. Shift from extraction-based to sustainable economy; nurture local entrepreneurs

**New Insights**

**I. Vision, Mission, Principles**

- a. Healthy communities tie to the concepts of sustainability and diversity
- b. Communities “prepared for” natural disasters, instead of “protected from”
- c. Include workforce housing
- d. Collaboration and cooperation with “and among”
- e. Residents take leadership, accountability and participate

**II. Organizational Goals**

- a. Outreach: Need outreach to different cultures and communities
- b. Build creative tension to break down “silo” (separate interest) thinking
- c. Decisions and information in a timely manner; short deadlines are difficult in rural areas

### III. Program Goals

- a. Do No Harm – no implementation of one program to detriment of others
- b. Global warming should be woven throughout program goals
- c. Restoration projects should have stand alone priorities (e.g.. invasive weeds)

<b>Alturas Workshop – May 25, 2006</b>
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#### I. Vision, Mission, Principles

##### ■ Vision

- a. Integrate environment and economy – create balance between protection, enhancement and use of resources
- b. Add: healthy and diverse landscapes that are sustained over time; protected wildlife habitat and ecosystems; recreational diversity
- c. Need better words than “thriving place” and “living resources”

##### ■ Mission

- a. After local government, add “Tribes” and “other resource agencies”
- b. Say “support AND COMMUNICATE efforts...”

##### ■ Principles

- a. Clarify that “local governments” includes governments besides counties
- b. Include NGOs
- c. Stress the statewide value of the Conservancy

#### II. Organizational Goals

##### ■ Effective Organization

- a. Finalize staffing and hiring to implement other organizational goals
- b. Maintain strong local presence in communities
- c. Need effective organization; improve public outreach through multiple media

##### ■ Use and Share Reliable Information

- a. Utilize existing information already developed, so that funds go to projects
- b. Improve existing information on state of Sierra water

##### ■ Increase Knowledge and Capacity

- a. Instead of new assessment, look at SNEP and how it may assist SNC

##### ■ Balanced Portfolio

- a. Need guidelines for equitable distribution of funds
- b. Be inclusive in developing index – include a broad range of associations, groups, and others

##### ■ Funding

- a. Accountability – maintain open financial records
- b. Create database of grant sources to match with projects
- c. Establish a permanent funding source (legislative guarantee)

#### III. Program Goals

##### ■ Priorities

- a. Priorities for this area emphasize working landscapes, preparedness for natural disasters, and regional economies
- b. Priorities for the overall region are smart growth, air quality and water supply

##### ■ Program Actions and Approach

- a. More than protection from natural disasters – preparedness; include county government and local landowners; use local wildfire protection plans

- b. An economic foundation is needed to support tourism; work to attract clean, outside industries
- c. Regional economy needs to address community infrastructure (education, health care); transportation access for all, including elderly and handicapped
- d. Include public education and awareness as a goal (for public, kids, visitors) convey local history to visitors)
- e. Look at programs that would enhance storage and supply of water (e.g. dams) – water supply is a crucial issue
- f. Explore non-traditional economic opportunities from working landscapes, find an economic use for juniper (ethanol, furniture, etc.)
- g. Add “provide services in collaboration, dispute resolution, etc. so that work can get done on the ground to meet vision”

### **New Insights**

#### **I. Vision, Mission, Principles**

- a. Include social aspects of communities (education, healthcare, transportation)
- b. For implementation, weigh the value of single-benefit projects so that they can be a program priority

#### **II. Organizational Goals**

- a. Need project and program monitoring:
  - Was environment enhanced?
  - Did tourism spending increase?
- b. Look at historical funding statewide over the last 10 years and distribute new funding to under-funded areas.

#### **III. Program Goals**

- a. Need different approach to wildfire management on east side of region (different ecosystem); wildfire results in ecosystem being replaced by different plant species
- b. Electronic bulletin board with notification of Sierra activities (festivals, Creek Days, etc.)

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## **Appendix E: Actions That Have Been Completed or Incorporated into 2008-09 Action Plan**

### **Introduction**

Each year the SNC develops an Action Plan that describes the key actions the organization plans to take in that year to further its mission and goals. A number of the actions identified in the Strategic Plan adopted by the Board in 2006 were included in the 2006-07 and 2007-08 Action Plans and have been completed. Remaining specific actions included in the original plan are included in the 2008-09 Action Plan. The listing below includes all of these specific actions, which have been removed from the main body of the Strategic Plan, along with information regarding when the action was completed or will be completed.

Note that the original plan identified some actions that were specific and some actions that set forth more general strategies for how to move forward in meeting the SNC's goals. While the specific actions are being addressed as described above, the general strategies are ongoing and remain in the main body of the plan. These strategies will continue to provide valuable direction to the SNC as it determines the specific actions it should undertake each year.

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### **Organizational Strategic Goals**

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#### **Strategic Goal 1: Create an Effective Organization**

- Establish the SNC interim headquarters in Auburn. (April 2006)
  - Determine location of a permanent headquarters location that will meet the SNC's needs and add economic value to the community. (June 2008)
  - Establish satellite office locations based on available staff and resources and operational needs. (December 2007)
- 

#### **Strategic Goal 3: Increase Knowledge and Capacity**

- Develop an education and communications plan to support increased understanding of the importance of the Sierra Nevada within the region and throughout the state. (December 2007)
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#### **Strategic Goal 4: Implement a Balanced Program**

- Develop, in collaboration with other organizations, environmental, economic and social well-being indices to monitor the progress in the various program and geographic areas. The indices will identify the key indicators to be monitored and measured and clearly identify performance standards. (Part of 2008-09 Action Plan)
  - Develop a program activity tracking system to ensure equitable distribution, over time, of resources across the region, subregions and programs. (Part of 2008-09 Action Plan)
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- Create a subregional and region wide priority setting process, consistent with the statute, to guide staff and the Board in decision making. (July 2007)
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## **Programmatic Goals**

### **Program Goal 1: Provide Increased Opportunities for Tourism and Recreation**

- Develop and make available a comprehensive guide to recreational and tourism opportunities in the Sierra, in cooperation with other organizations within the region. (Part of 2008-09 Action Plan)
  - Develop and make available a list of resources, consultants, organizations, etc. with skills, expertise and knowledge to assist communities with projects consistent with this goal. (December 2008)
- 

### **Program Goal 5: Protect and improve water and air quality**

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- Develop and make available a list of funding sources, resources, consultants, and organizations with skills, expertise and knowledge to assist communities with projects consistent with this goal. (December 2008)
-